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Labour co-partnership and  
labour unrest

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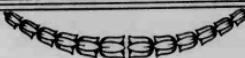
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THE LABOUR  
CO-PARTNERSHIP ASSOCIATION.



Labour Co-partnership and  
Labour Unrest.

BY

ANEURIN WILLIAMS, M.A.

Read at the Half-Yearly Meeting of the Association, at Oxford, November 25th, 1912.  
(Figures brought up to date.)

NOVEMBER, 1912.

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MON. 25, 1916-03.03

## Labour Co-partnership and Labour Unrest.

BY

ANEURIN WILLIAMS, M.A.

(This paper was read at the Half-Yearly Meeting of the Association, at Oxford, November 25th, 1911, but the figures have been brought up to date.)

In speaking to you this afternoon on the subject of my paper, I ought, clearly, to begin by explaining to those not already familiar with Labour Co-partnership what exactly we mean by that term. I will not, however, go into any abstract reasoning about it, or attempt to frame a definition, I will just describe it in working. I might do that by reference to the little Society of Co-operative Typists in London, of which I am now president, and which before me had for president a great man who has just recently gone from us, the late John Malcolm Ludlow: the colleague of Maurice and Kingsley, Hughes and Neale and the other Christian Socialists of 1850, from whose workshop movement the Co-partnership movement is directly descended. That Society would perhaps be too small for me to use as an illustration, but you will find printed particulars of it in the room. I might also take the co-operative builders, who have carried on their business with steady perseverance, and not without success, in this city; but there are others here more competent to speak, as I hope they will, of that particular society. I will rather ask you to imagine yourselves in Leicester or Kettering, where I could take you into four or five busy workshops any one of which would well illustrate my meaning. You would find, for instance, a boot factory, not differing from other good boot factories in outward appearance, fitted with the

usual up-to-date machinery, and working in the usual business-like way, though with better conditions, and perhaps shorter hours, than you would readily find elsewhere. You would probably notice a cheerful friendly air about the place, and on enquiring you would learn that this was a co-partnership factory, owned and directed, not wholly, but largely, by the workers in it. You would be told that it started in quite a small way, fifteen or twenty years ago, with a small capital, partly contributed by the first workers in it, partly by a few outside sympathisers, mostly working people, and partly by a loan from the Trade Union. These founders were in almost all cases, trade unionists and members of the local Store ; to establish the new business they formed themselves into a Society, registered with limited liability, under the Industrial and Provident Societies Act and having for most purposes the characteristics of a small limited liability company. Like an ordinary company, it was ruled by a small committee of shareholders, elected by the whole body of shareholders ; but unlike an ordinary company, it gave equal voting power to each shareholder. It also differed in its way of dividing its profits. Of course it first paid all expenses, and all interest on borrowed capital ; then it paid 5 per cent. on share capital ; but after that the surplus was mainly used in paying a dividend to labour, *i.e.*, a percentage to each worker on the amount of his wages ; and a dividend to custom, *i.e.*, a repayment to customers of a percentage upon their purchases. Thus there was not only co-partnership of labour with capital, but with custom also. Into that last branch of co-partnership, however, I shall not have time to go this afternoon.

The Society, by dint of good work done, grew and prospered, and had profits to divide ; but these it did not pay to its workers in cash. It credited them to every man and woman as share capital. Thus the Society could never become a body of small masters employing outside labour : its democratic character was secured. Outside shareholders were indeed welcomed, and Co-operative Stores—the Society's chief customers—were also welcomed as shareholders ; but every worker in the factory also became and remained a citizen in industry by means of the sharing and capitalising of profit.

I have not sketched for you any one co-partnership factory, but a typical case, closely resembling a dozen or more which I could name. The total of its business might reach, say, twenty or thirty, or even fifty thousand pounds per year, employing a hundred or two or three hundred people.

But I could take you elsewhere to see co-partnership working on a much larger scale in several of the largest gasworks—perhaps, in one case, the very largest in the world. Let us take one of them

as an instance. Every regular worker has a share of profit credited to him in proportion to the economy of production and to the amount of his wages. By the accumulation of this profit he becomes a shareholder, and, at the shareholders' meetings, he has a vote in proportion to his capital ; he helps to elect the Directors in every case, and in two companies at least, has the privilege of electing two of his fellow-workmen as Directors specially to represent the workmen shareholders. Thus co-partnership gives a share in responsibility and control. I do not mean by that any right to interfere in the details of management any more than an ordinary shareholder has a right to do so in a joint stock company. I mean a voice in settling the general policy of the business, in electing the directors who are to carry out that policy, and in establishing machinery to settle by conciliation the differences which, under any system, whether individualist, co-operative, or State-Socialist, must arise between the conflicting interests of producer and consumer, and between the various individuals who perform the various functions necessary to production.

These, then, are two typical examples of co-partnership : one springing from the workers themselves, the other introduced into a business of commercial origin in order to set the relations of capital and labour, and the distribution of the wealth produced by them, upon a juster basis. The purpose of my paper is to ask, and to answer, the question whether we have here any remedy for Labour Unrest.

I am not going to suggest that co-partnership is the whole remedy, and especially I am going to repudiate beforehand the idea that co-partnership is a substitute for, or in any way antagonistic to, Trade Unionism. We co-partnership men have no such idea. On the contrary, we say that the first element in co-partnership is profit-sharing, but you cannot say you have given the worker a profit unless he has first had the standard wages for his services. Co-partnership therefore assumes a standard wage. The standard wage, again, assumes organisation to maintain it and to raise it ; it assumes the existence of trade unions, collective bargaining, the meeting of capital and labour upon equal terms. There is nothing in the world to prevent co-partners being good trade unionists also, and they usually are.

I have now described Labour Co-partnership : I need not, of course, describe what I mean by labour unrest : the newspapers, and indeed the whole country, have been full of it during recent months ; but one must know the causes of a disease before one can judge of any proposed remedy. Among certain classes the most popular explanation of labour unrest is that it is due to agitators. I need hardly say that that is nonsense. Agitators

cannot raise people on an economic question unless there is some substantial ground for them to work upon. The explanation does, however, come somewhat near the truth, for I believe that part of the cause of labour unrest is what old-fashioned people call insubordination, and what a more modern age calls the spirit of independence. I am satisfied that a large proportion of the working classes consider the absolute form of government, under which they work, somewhat of an outrage upon them as free men; moreover, they regard with very grave suspicion the employing and capitalist classes, believing, more or less unjustly, that they are animated chiefly by selfishness, and manage to get a most unfair share of the produce of industry.

But, apart from this spiritual or mental cause, there are economic causes. Actual poverty is one undoubted cause of the recent labour unrest. We must never forget that a large percentage—perhaps about 30 per cent.—of our people are living with incomes below the amount which will provide the necessities of decent and healthy life, even on the most modest scale. Their poverty, indeed, does not make these people as discontented as it ought to; still, up to a point, it is an undoubted cause of labour unrest. Even the classes which are not below the poverty line have lately felt very severely the increase in the cost of living out of all proportion to any small increase there may have been in their money wages.

I am far from forgetting that these classes have in the last ten or twenty years received very great advantages in other forms, which constitute in reality a part of their total real wages. I mean that they have enjoyed more leisure through working shorter hours. They have enjoyed the benefit of legal compensation for accident—a great advantage directly, and probably leading to increased precautions for their safety. They have, moreover, been endowed with free education for their children, and great improvements in sanitation, paid for out of the rates. They have been insured for a fairly substantial pension in old age; and they are now in process of being insured for payments in sickness, and when out of employment. All these things have meant great additional advantages given to the working classes: advantages to the cost of which they, as taxpayers and raters, contribute only a small part directly, the greater part of the cost being contributed by the trading, landowning, and capitalist classes. These things, therefore, mean, in the main, an increase of wages to the workers, and a decrease of income to the other classes. That, at any rate, is the first result. Now I believe it to be a truth, demonstrated by political economy, that so long as men continue to be animated mainly by competition in economic matters, and

as long as land and capital are in few hands, rises in wages can only be established as the value of the labour earning those wages rises, i.e., as its efficiency rises. In other words, natural causes determine the division of wealth among the owners of the different factors necessary to production.

Now I believe the changes in law and administration which I have mentioned promote great improvements among the working classes, and, incidentally, a great increase in the efficiency of their labour: they therefore make labour worth more: they justify an increase in real wages; but they only bring this about slowly. When they have had their full effect they will lead to a great increase in the total worth and total reward of labour; meanwhile, the worker having got an increased reward in other ways, finds it all the more hard to get it in a rise of money wages as well. I conclude, therefore, that as long as land and capital are in few hands, the improvement in the condition of the workers can only be slow; and I confess that I am not satisfied with a slow change of the present system—a system which appears to me, and appears, I believe, to the mass of my fellow-countrymen, to show singularly little relation between the distribution of wealth and the merits of the people who receive it: a system, moreover, which involves great waste of material wealth by the friction between employers and employed, and by the limited amount of goodwill on both sides, and involves waste of moral character even greater than that of material wealth.

The cure of all this is to be found in a democratic system of industry in which all those concerned are fellows one with another, according to their different capacities and their different degrees. Such a system would get rid of the feeling that men are working under a despotism, good or bad. It would also mean a share of capital in the hands of the many, and would thus get rid of one of the conditions which I have tried to show must make improvement slow.\* We might thus hope for a more rapid improvement in their material position, followed by a rapid improvement in the quality of the worker himself and of his work; and these things would act and re-act to help one another forward.

Such a democratic system of industry, I maintain, may best be brought about by the co-partnership of capital and labour, examples of which I began by describing to you; a system under which every worker will become a sharer in profit, in capital, in responsibility, and thereby in control; improving his position while he is in his strength, and providing savings for his support

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\* The other similar condition mentioned above, viz., the ownership of land by the few, I cannot, of course, deal with in this paper.

in old age : altering the economic basis of society and rendering possible a distribution of wealth, which is impossible while capital remains the possession of the few.

In the last two generations there has been a great growth of the capital of the middle classes, largely through the facilities for investment given by the joint stock companies Acts. Now every middle-class family has its few hundred, or few thousand, pounds of capital. Already, through building societies and co-operative societies, a good part of the working classes are accumulating capital also. I suggest that in the next two generations we shall see practically every working-class family of character and industry reaching a similar position, largely through co-partnership arrangements in our great industries.

No doubt many people, when they hear the word "profit-sharing," will say that that merely means taking so much from the employers and giving it to the employed—in other words, an addition to wages—and to the cost of production. I do not, however, admit that. A great economist said that under a degrading system what labour loses no man gains ; I believe that a system which gives every man an incentive to good work, and an interest in its success, and a feeling that he is being treated as a man and as a brother, is an elevating system, under which employers need not lose what labour gains, for the simple reason that there will be more to divide. There will be better work, not necessarily harder, but more careful and intelligent ; on the other hand there will be more sympathetic management and more knowledge of many things of importance now hidden from the employer : there will be less waste and less friction, fewer stoppages, and consequently less hesitation in enterprise ; finally, there will be more happiness, which is as much as to say that the wheels of the industrial machine will be better greased.

But, assuming that we accept this ideal of the future distribution of capital and its relation to labour, the question of course arises is it possible to reach the ideal, and, if so, in what way ? Light will be thrown on the proper answer to this question if we consider how much has been achieved in the direction of co-partnership already.

In the first place, there are in existence in this country, about 80 associations of producers, formed to employ their own labour on the co-partnership principle. These societies possess a capital of about £500,000, which is partly share capital and partly loan ; and belongs partly to those working in the workshops, partly to other individuals sympathising with the effort, and partly to co-operative distributive societies. Secondly, there are about 25 other co-operative productive societies, including a few large federations

of consumers which employ labour, not their own, on the co-partnership principle. The largest of these—the Scottish Wholesale—employs about 8,000 workers, and produces goods to the value of 2½ millions per annum, besides doing an enormous distributive trade. Thirdly, there are limited liability companies which have adopted the co-partnership method, in the way I have already described in a typical gas company. I should be sorry to over-burden this paper with details of these schemes, but I have put in an appendix, first, the details of the co-operative productive societies, whether formed by producers or consumers, which work on the co-partnership principle. In a second appendix I have given the names and some figures of the gas works and a few other limited liability companies, which have also adopted co-partnership. It will be seen that these include some of the very biggest businesses in the country. In addition it may be mentioned that the great Steel Trust of America, some years ago established a co-partnership scheme for its employees, and that other great firms, such as Messrs. Armstrong, Whitworth & Co., Ltd., have arrangements with their workers, which, while not amounting to co-partnership in the full sense, are distinctly steps in that direction. On the Continent, moreover, there is a great development of workmen's co-operative productive societies in France, somewhat similar to our workmen's co-partnership societies ; and certain businesses of a capitalistic origin have, by means of co-partnership, become either wholly the property of the workers, as in the Familistère at Guise, or partly so, as in the house-decorating firm founded by Leclaire in Paris, and in other instances. In the United States there is the great example of the N. O. Nelson Manufacturing Company of St. Louis.

This, therefore, being the extent of co-partnership up to the present moment, I submit that we may not only look forward to a reasonably large development of it in co-operative societies, strictly so-called, but to a very large development in limited liability companies. Our ideal is in no sense one to be reached by any sudden or revolutionary procedure, but by a gradual process, not necessarily a slow process, of growth and work, and by voluntary arrangements made between employers and employed for the sharing among them of profits and of capital.

In this way we look forward to the adoption of co-partnership, I will not say in all, but at least in the great majority of the big limited companies—and the small ones too for the matter of that—by which the industry of the country is carried on. We do not say for a minute that if we can bring this about, all our industrial and social problems will be solved. Far from it. We must deal with many of them, such as the abolition of sweating, the decasual-

isation of labour, and a great part of the problem of unemployment, by other means. I do not come to offer you a pill that will cure every disease and keep off the earthquake, but I do say that such a wide extension of co-partnership would be a great part of the solution. It would give to the great majority of young workers a new hope and prospect to encourage them : the hope of becoming full citizens in industry, and of gradually building up, out of the profit shared, a provision for independence in old age, or even the means of retiring to a small holding in the country before old age.

I will ask you to consider how different would be the condition of the working classes if all our industries could be like the Familistère at Guise, where every worker taken on immediately obtains the benefit of certain insurance funds and other advantages : where, if he stays a reasonable time, he becomes a profit sharer, passing on in due course to the next highest class, that of an Associate ; and finally, if he proves himself a man of real ability and character, and fulfils certain conditions, he becomes a Member of the first class, with a very important voice in the control of the business. We should hardly know England so reconstructed, whether it were, or were not, found possible to surround all industries with the Garden City conditions enjoyed by the iron workers of the Familistère.

I want now to consider some of the objections which will certainly be brought against my proposals. First of all it will be said by some that the idea of interesting the great majority of the workers in capital, responsibility, and control, and carrying on industry democratically, is purely visionary ; that great industry must always be carried on autocratically as it is now ; and that what we have to do is to raise the moral sense of all parties concerned, both employers and employed, so that while the workers give better service and make better use of their wages and opportunities, the employing class will be filled with a much higher sense of duty, and perform their function not primarily with a view to profit, but with a view to the well-being of all parties concerned. This, of course, is applying to industry the ideal of benevolent despotism, which a few people still regard as the most desirable form of national Government. I am not going to argue the whole case for self-government as against submission to authority. I will only say that there are few, if any, men fit to control absolutely the lives of their fellow men ; that even if there were more, it is to self-government and not to submission that we must look for the development of character ; and that the natural instinct of strong men and women is to determine their own affairs.

Others will admit that democratic industry must come, but

will argue that it must be based on the co-operation of consumers, and of consumers only. Now I have the greatest appreciation of the value, and indeed the necessity of consumers' co-operation, as exemplified in our British distributive Societies and Wholesale Societies. It has done a very great work, and has still a greater work to do, but the sphere in which the co-operation of consumers alone is possible, is limited to those things which the consumers can and will combine to make for themselves. If anyone will turn to Mrs Sidney Webb's book—"The Co-operative Movement in Great Britain"—he will see these limits carefully traced out by an ardent supporter of consumers' co-operation ; and he will see that, under no circumstances, can the voluntary association of consumers cover more than a small part of the national industry. The well-to-do-consumers, Mrs. Webb shows, do not care to combine to produce for themselves : the very poorest consumers cannot combine ; and those consumers who can and will combine, consume largely the produce of distant lands far removed from the possibility of being produced by themselves. Conversely, English people, as producers, are to a large extent working for foreign consumers spread all over the world.

Even within the limited field which consumers' co-operation can cover, it is of great importance that the producing workman should be recognised, and have a direct interest in the result of his own labour, and a direct voice in control. In other words he should enjoy co-partnership. That there is nothing in this inconsistent with consumers' co-operation we see from the instances of the Scottish Co-operative Wholesale, the United Baking Society of Glasgow, and about one-fifth of our retail distributive societies, which practice profit-sharing with their employees.

The third objection which will, I expect, be brought to my proposals is that we cannot look either to the spread of morality alone, or to voluntary association alone ; but must look, in the main, to the action of the State and the Municipality, and must, in fact, work for the time when the State and the Municipality will be the sole, or almost the sole, owners of land and capital : will carry on all the great industries of the country, and employ all, or nearly all, the labour. I confess that to my mind this is the most serious criticism that I have to meet. The slowness of all voluntary methods is so painfully in evidence that I should be very glad to believe, if I could, that by a rapid transfer of all capital and of the direction of industry into public hands, a great and immediate improvement in the condition of the people would be effected. Indeed, within certain limits, I do believe that such a change is both possible and desirable, though here I speak for myself alone, and do not in any way commit other members of

our Labour Co-partnership Association. I do believe that by transferring to public hands the ownership of land and great monopolies, whether national—such as railways and canals—or local—such as waterworks, gasworks,\* electric supply stations, tramways, and so forth—an immense and rapid improvement can be brought about, and will before long be brought about, in the condition of our people. But if it is proposed to apply this same process universally to all industries and capital, I am afraid it seems to me impossible. In the first place, the form of management that would result would be far too cumbersome for efficiency, and far too bureaucratic for the liberty of the individual. Anyhow, whether I am right in those fears or not, one thing seems abundantly clear, which is that there is no immediate prospect of realising in this country complete collectivism, or anything approaching it. The masses of the people show clearly that, whether right or wrong, they are persistently opposed to anything of the sort.

Moreover, it seems to be pretty clear that collectivism, whether within the limited sphere that I have suggested, or universally applied, is not in itself a cure for labour unrest. In the late trouble on the French railways we heard that things were just as bad on the State railways as anywhere else. In England we have seen some of the worst rioting, and the most lamentable loss of life, in connection with municipal gasworks; and quite recently the municipal tramways were stopped by the labour unrest in Liverpool. The fact is, it seems to me, that co-partnership is just as necessary in State and Municipal works as it is in private works. It may not take exactly the same form; but, under whatever forms, wherever the workers have a direct interest in the profit or economy of their labour and a direct voice in the control of the industrial machine, in which they are items, there you have the essentials of co-partnership.

I do not profess to be able to foresee what will be the organisation of industry 100 years from now, but looking forward, say, thirty years, I think it is possible to foresee an organisation which will give reasonable satisfaction to the desire of the great mass of our people for much better material conditions, and for the right to have a voice in the determining of those conditions. In that organisation I believe co-partnership must play a very great part. I do not, however, suggest that it must, or can, be applied

\* I do not, of course, take the doctrinaire attitude that all local monopolies should be at once transferred to the municipalities. Where things are working well there is no reason for immediate change. In particular in the case of co-partnership gas works where the dividend, by Act of Parliament, can only be increased as the price of gas to the consumer is reduced, and where the workers enjoy at least as good conditions as any municipality could give them, you have nearly all the advantages of public ownership already.

everywhere. There are forms of industry where organisation must always remain so simple as to be almost non-existent; in other words, where the responsible man must have a free hand, without any kind of red tape, or control over his initiative. There are also many men so constituted that, while capable of rendering valuable service to the community, they can only work under conditions which give them a free hand. Inventors and great organisers are usually such men, and businesses largely dependent upon new inventions, and on rapid changes to meet public needs and tastes, are such industries. There are, moreover, an enormous number of small industries where the master's eye is everything, and even the simplest forms of stock-taking, and book-keeping are inapplicable. This realm of pure individualism will not, however, it seems to me, cover a great part of the ground. At the other extreme of the industrial world you will have the great monopolies in the hands of the State and the Municipalities; and, in between these two extremes, you will have voluntary association in forms of infinite variety, carrying on the more or less routine industries of the country, which can be worked to advantage on a large scale, and are not dependent mainly upon new inventions, rapid adaptations, and the unfettered initiative of some one individual. In this sphere of voluntary organisation, as well as in the sphere of the State and the Municipality, I ask you to agree with me that co-partnership of labour must be a great element.

I hope I have made it clear to you that I do not put forward labour co-partnership as in any sense a rival to other proposals of reform which are before the country. I believe that reforms are very seldom rivals. No doubt there are proposals which are altogether on wrong lines, and would not be improvements in any sphere; but as a general rule, I believe a reform which obtains a considerable following among thinking men has its own sphere of utility, side by side with other reforms which superficially may seem to be its rivals. I would, therefore, say to you, go on with your other reforms, if you believe in them; go on with your land nationalisation, if you believe in it; with your national insurance, and your national development; go on with your trade unionism, and the establishment of machinery for conciliation and arbitration; go on also, if you will, with your efforts to extend the sphere of the State and the Municipality, until we have discovered exactly what, in our age, are the right limits of those spheres; but help us also to go on with our co-partnership movement; help it yourselves, if you can, and if you are too much occupied in other ways, at any rate regard co-partnership as a friendly ally, and as a movement which is not only practicable, but is urgently and immediately required.

## APPENDIX I.

CO-PARTNERSHIP PRODUCTIVE SOCIETIES, WHETHER FOUNDED BY PRODUCERS OR CONSUMERS. YEAR 1911.

## ENGLAND.

Date.	NAME, Abbreviated.	CAPITAL Sh're Loan Reserve	TRADE	PROFIT	LOSS	DIVIDEND ON WAGES	
						Amt.	Per £ Wages
<b>TEXTILE</b>							
1860	Eccles Manufacturing	£ 22,547	£ 26,362	£ 1,323	£		
1870	Hedden Bridge Fusian	10,518	50,374	4,050	565	9d.	
1872	Airedale Manufacturing	10,518	50,374	4,050	33	3½d.	
1874	Leek Silk Twist	18,051	31,285	1,773	443	1½	
1886	Burnley Self-Help	30,766	83,487	350			
1888	W. Thomas & Sons Ltd.	26,649	46,932	3,062	842	8/-	
"	Macclesfield Silk	31,584	23,029	1,067			
"	Nelson Self-Help	3,158	7,090	73			
1890	Delph Woolen	1,927	1,090	41			
1892	Kettering Clothing	37,714	100,578	8,054	2,070	1½	
1892	Woolen Manufacturers	4,000	10,448	245	21	30	
1893	Kettering Conset	1,759	1,284	284	262	1½d.	
1900	Kirkby-in-Ashfield Manu's.	5,307	11,487	1,533	38	8½d.	
"	Ideal Clothiers	23,314	83,285	8,222	1,500	1½	
1901	Lancaster Clothiers	1,012	4,777	438	28	1/-	
<b>BOOTS &amp; LEATHER</b>							
1885	Northam "Preston" Boot	4,893	18,342	464	30	1½d.	
1887	Leicester "Equity" Boot	1,094	4,000	1,000			
1888	"	18,627	51,444	2,636	641	1/-	
1890	Nantwich Boot	1,465	3,212	1,000			
1891	Skegness (Barrow) Boot	7,617	16,862	862	190	1/-	
1892	Walsham Collier	10,038	20,033	941			
"	Anchor (Leicester) Boot	6,573	15,480	370	54	3d.	
"	Glenfield Boot	6,320	18,320	681	140	7½d.	
"	Highbury Feathers Boot	6,682	39,178	698	301	9d.	
1893	Woolwich "Avalon" Boot	7,543	19,250	1,000			
"	Union (Kettering) Boot	5,500	19,250	1,000			
"	Leicester "Self Help" B't	4,215	13,208	139			
"	Midland (Wellingborough) B't	4,334	18,382	1,157	191	1/-	
1902	Sileby Boot and Shoe	1,388	6,512	366	64	8d.	
1907	Ipswich Boot Manufact.	3,548	11,807	904	289	1½d.	
1912	Ipswich Boot Manufact.	100					
<b>METAL TRADES</b>							
1873	Walsall Locks & Cartage	12,982	32,057	1,940	1,225	1/9	
1876	Sheffield Cutlery	2,012	1,771	136			
1887	Midland Tinplate (P'rsn)	1,630	1,075	3			
1888	Alcester Needle	9,033	4,923				
1894	Calderdale Cleat Sundries	2,815	3,605	232			
1894	Sheffield Sheep-Shear	9,661	17,676	3,348	1,004	3/-	
1898	Sheffield Refined Cutters	368	467				
"	Sheffield Refined Cutters	509	1,375	9			
<b>BUILDING &amp; WOOD</b>							
1873	Hous'hd & F'mish g N'wle	33,336	16,171				
1889	Oxford Builders	1,092	1,820	93	24	6d.	
1892	Edinburgh Cabinet Makers	6,161	5,722	166			
1892	Bolton Builders	3,000	5,137	117			
"	Medway Barge-builders	5,755	3,200	38			
"	Hull Builders	2,948	3,261				
1900	Coventry Builders	722	312	22			
1903	Leeds Commercial Builders	844	3,016				
1903	Hull Builders	76	370				
1909	Worcester Hamper	402	879				
1911	Midland Woodworkers	253					
<b>PRINTING, &amp;c.</b>							
1869	Manchester Printers	41,412	97,353	8,460	766	6d.	
1875	London Bookbinders	397	732	11			
1884	Leicester Printers	13,774	825		135	7d.	
1895	Nottingham Printers	1,018	2,000	66	4	1½d.	
1896	Blackpool Printers	2,498	3,134	130			
1897	Hull Printers	4,582	3,148	271	46	6½d.	
1899	Derby Printers	1,824	2,407	90	15	4½d.	
"	Long Eaton Printers	1,694	230	25	10	1d.	
1901	Birmingham Printers	566	1,194	127	53	1d.	
1902	Garden City Press	6,015	4,891	259	25	3d.	
1903	Warrington Printers	11,646	8,901	622	356	2½d.	
1908	Hilaton Printers	1,130	503	40	20	1/-	
1909	Swansea Printers	253	935	87			
"	Swansea Printers	783	1,682				

\* Figures for eight months.

† Figures for 1910.

## ENGLAND.—Continued.

Date.	NAME, Abbreviated.	CAPITAL Sh're Loan Reserve	TRADE	PROFIT	LOSS	DIVIDEND ON WAGES
						Amt. Per £ Wages
<b>VARIOUS.</b>						
1816	Severnside Economical	22,484		39,770	5,886	70
1885	Co-op. Sundries (Droyls'd'n)	31,916	78,700	5,336	615	1/6
1886	London Dredgers (London)	2,146	4,383	351	216	3/3
"	Typefounders (London)	1,242	4,52			
1900	Blackpool Mineral Water	4,306	1,811	464		
1903	Temperance Male Nurses	3,000	2,983	161		
"	Derby Umbrella	387	1,080	18		
"	Wellingborough Miners' Comittee	1,087	5,708	170	16	2½d.
1911	H'tling Fisherman's F'ry	59	443			9d.
"	Suburb Toilet Club	59	27			
"	B'rth'm Supply & T'l'l' C'lb	194	240			
<b>AGRICULTURAL, &amp;c.</b>						
1862	Agric. & Hort. Assoc.	88,994	71,113	1,174		
1883	Leeds Farmers	2,030	1,065			
1894	Bransby Agricultural	3,111	21,310	386		
1903	Vale of Tivvy Agricultural	421	8,076			
1903	Nidderdale Dairy	438	9,956	259		
"	Skipton Dairy	1,130	4,971	397		
"	Frankley Agricultural	2,074	23,982	479		
1904	Winchcombe Auction Mkt.	1,212	26,070	443		
1905	Clynderwood Farmers	1,070				
1905	Whalley Farmers	1,203	15,120	218		
1907	Walsden Farmers	1,574	8,407	153		
"	Waldwick Farmers	2,092	4,502			
"	Co-partnership Farms	2,499	7,777	463	41	3/2
1909	Burgh Produce Assn.	1,189	1,269			
"	Pershore Co-op. Fruit Mkt.	1,189	10,709	145	51	
1910	Dorset Farmers	51	3,550	41	5	
"	Federated Growers	597	3,980			
"	Croxden Dairy	597				
"	Manifold Valley Dairy	115	5,537			
"	Wensleydale Pure Milk	3,032	22,503			
1911	Country Dairy	4,444	29,090			
"	Angleton Bull Growers	1,024	1,120	167		
"	Wiltshire Farmers	6,239	8,426			
"	Leamington Hastings D.	19	1,178	13		

## SCOTLAND.

1863	Paisley Weaving	106,299	133,314	8,875		893	10½d.
1868	Scottish Wh'sl'e Pr'd'ctive Dress	694,448	2,345,250	76,354		9,108	8d.
1873	Ullapool Baking (Glasgow)	443,572	569,574	60,388		7,220	1½
1903	Edinburgh Printing Co.	19,699	10,708	828		108	4½d.
"	Scottish Guild of Handicraft	1,550	900				
<b>SUMMARY OF THE ABOVE.</b>							
NAME.	No. of Societies	Capital, Share, Loan, Reserve.	Trade.	Profit.	Loss.	Divid'd on Wages.	
Textile.....	15	251,169	566,675	33,042		5,808	
Boots and Leather.....	18	109,540	366,150	8,417		1,900	
Metal Trades.....	9	34,722	55,000	30,595		5,460	
Building and Wood.....	12	55,000	39,595	5,436		2,511	
Printing, &c.....	14	86,997	140,858	11,228		1,417	
Various.....	11	66,013	135,441	12,866		920	
Total (excluding Agri- cultural &c.).....	79	603,473	1,246,946	71,777	1,572	19,330	
Agricultural, &c.....	26	122,510	374,731	4,338		192	
English Societies.....	105	725,083	1,621,677	75,415	5,060	19,512	
Scottish Societies.....	5	1,065,568	3,059,753	14,646		17,335	
British Societies.....	120	1,991,551	4,681,429	228,180	5,060	29,847	

APPENDIX II.—A. Particulars of Co-partnership and Profit Sharing in British Gas Companies at December 31st, 1911.

NAME OF COMPANY.	No. of years scheme has been in operation.	Capital in 1911. Total Share and Loan.	No. of Employees under agreement for Front or Co-partnership.	Amount divided among Employees for December, 1911.	Amount per cent. on Wages.	Total profits to Employees since adopted.	Amount of Shares and Deposits held by Employees in the Company, Dec. 31st, 1911 (calculated).
South Metropolitan (a)	22	8,325,340	5,403	43,045 June	8½	548,706	423,721
South Suburban (b)	18	831,303	595	3,539	6½	38,629	5,225
Newport (Mon.)	12	336,337	160	595	5½	6,505	49,350
Commercial	10½	2,548,281	1,234	6,474 June	6	51,994	2,031
Chester	10	242,191	75	329	5	2,536	—
Epsom and Ewell	4	86,564	50	111	—	724	1,502
Leamington	4	77,450	111	403 June	5	1,435	—
Wrexham	4	136,120	59	338	7½	1,263	900
Bournmouth	3½	683,309	396	2,397	5½	5,833	8,127
Rugby	3½	59,327	45	180 (1910)	6	620	620
Tottenham	3	753,410	606	3,403	6½	13,876	14,296
Tunbridge Wells	3	178,266	135	650	6½	2,132	—
Walker and Wallsend	3	271,918	95	372	4	1,288	4,390
Wellingborough	3	90,853	63	252 June	5	766	—
Crowdon	3	693,921	526	1,823 June	5	3,733	10,750
Dartford	3	112,346	37	1,164	4	498	534
Gas Light and Coke	3	29,151,146	9,257	32,346 June	3½	97,028	98,393
Glocester	3	228,302	113	182 June	6½	1,280	1,105
Weston-super-Mare	3	114,555	74	238	5½	712	705
Gentham	3	106,068	48	170 Mar.	5 Mar	2,988	—
Cambridge	3	189,201	173	768 June	6	1,504	1,212
Catford	3	70,145	235	928 June	4	2,354	2,045
Carmarthen	2½	17,200	10	28	5	107	—
Emble	2½	207,380	139	442 June	4	897	846
Ilford	2½	280,636	167	630	4	1,474	1,936
Watford	2½	70,900	61	245	6	371	665
Longwood	2½	181,873	100	457	5	1,169	1,606
Wandsworth & Putney	1½	101,604	30	136	—	3,088	212
Bridgwater	1	548,202	360	1,986 June	6½	1,086	881
Merthyr Tydfil	1	51,413	33	133	3	133	112
Harrow	—	81,253	35	80	3	80	—
Plymouth	—	191,618	90	270	4	270	80
Aldershot (c)	—	385,000	143	—	—	—	—
Liverpool (c)	—	376,205	1,307	—	—	—	—
Hertford (c)	—	1,986,973	30	—	—	—	—
	—	22,000	—	—	—	—	—
	—	50,409,966	22,273	103,418	—	702,264	672,479

(a) Three employee representatives on the Board. (b) Commenced during 1912. (c) Two employees representatives on the Board. \* Staff get 10%.

Appendix II (continued).

B.—Other Co-partnership Businesses.

Among other Co-partnership businesses which were originally of an ordinary commercial character may be mentioned:—

**Messrs. Lever Bros., Ltd.**, of Port Sunlight, the celebrated soap manufacturers, whose capital amounts to a good many million pounds, and whose workers have received in the four years since co-partnership was introduced £28,731 of "Partnership Certificates" as their share of the profits.

**Messrs. Wm. Thomson & Sons, Ltd.**, Woodhouse Mills, Huddersfield, Cloth Manufacturers. This business adopted a very thorough form of co-partnership 25 years ago, and has since then been recognised as "co-operative," though originally commercial. Its name will be found in Appendix I.

**Messrs. J. T. & J. Taylor**, of Batley, Cloth Manufacturers, have practised co-partnership for many years. In February, 1912, out of 1,500 employees 1,100 were shareholders. Up to and including the year 1909, £50,000 had been apportioned to the workers as their share of profit, besides £20,000 paid them as dividends upon the shares so acquired, and the total sum to the end of 1911 was nearly £98,000.

**Messrs. Gilbert Bros.**, of Nantwich, Boot and Shoe Manufacturers, have a co-partnership scheme with their employees. This scheme is so framed as to make the employees collectively a limited partner in the business, which is a private partnership.

**Messrs. Foster Sons & Co., Ltd.**, of Padtham, Builders, have a co-partnership scheme with their employees, who are formed into an Industrial and Provident Society for the purpose of holding shares collectively in the business.

**Messrs. Plaistowe, Ltd.**, Fruit Preservers and Wholesale Confectioners, have recently introduced a co-partnership scheme.

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